

# NATIONAL AND INTERNATIONAL SECURITY



An Executive Program of the  
John F. Kennedy School of Government



Harvard University  
August 22 - September 3, 1982

*“What the Harvard [national security] seminar appears to work toward as an ideal is a relationship in which the policy elite and the educators alike suffer themselves to be exposed to and challenged by each other. The teachers, flowing with philosophy, learn from the executives of practical affairs that our nation faces genuine external threats and problems, that such threats can blossom in the middle of the night, and that action often must be taken in confusing circumstances in which there is no time for assembling long lists on blackboards in an anxiety-free classroom environment. The officers and officials, flowing with technique, learn from the teachers that the social world either hangs together through broad devotion to social values—including those of fairness and reason—or falls apart, and that if the moment of truth is no time to debate first causes and methodology, then all the more reason to have that debate under one’s belt before the moment of truth arrives.”*

*Boston Magazine*  
November 1980

HARVARD UNIVERSITY  
JOHN F. KENNEDY SCHOOL OF GOVERNMENT  
CAMBRIDGE, MASSACHUSETTS 02138

EXECUTIVE PROGRAM, NATIONAL  
AND INTERNATIONAL SECURITY

79 BOYLSTON STREET  
(617) 495-1331

June 21, 1982

[Redacted]  
Director, Office of Community Coordination  
Intelligence Community Staff  
Central Intelligence Agency  
Washington, DC 20505

STAT

Dear [Redacted]

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I am pleased to inform you that you have been admitted to the 1982 session of Harvard's Executive Program in National and International Security. The program will be held on the campuses of the Business School and the School of Government, with registration taking place on Sunday, August 22, in the Common Room of the Soldiers Field Park Apartment Complex, between 2 p.m. and 5 p.m.

The program fee includes tuition, room, board, and instructional materials. All participants will reside in the Soldiers Field Park Apartments, and meals will be provided from Monday breakfast through Saturday lunch (in addition to Sunday dinner on registration day). The first week's schedule of classes will run through Saturday noon, and the program will end with lunch at 12:00 noon on Friday, September 3rd. Specific directions on how to get to Soldiers Field Park will be provided separately, as will room assignments and telephone numbers.

We look forward to your participation in the Program and are hopeful you will find it a rewarding and stimulating educational experience. Please feel free to write or call if you have any questions concerning program arrangements.

Sincerely,

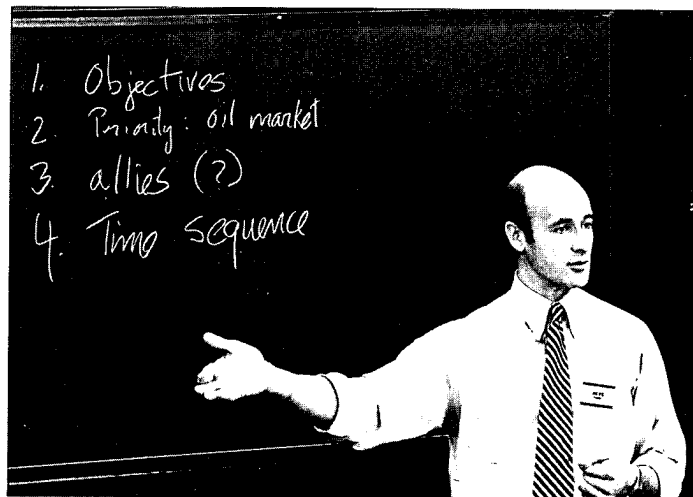
  
Douglas M. Johnston, Jr.  
Executive Director

DMJ/ak  
cc: Mr. John E. Kohler

## The Challenge

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The Executive Program in National and International Security is designed for Flag and General officers from the armed services and for civilians of comparable status from State, Treasury, OMB, and other organizations concerned with foreign affairs and national security, including the intelligence community, committees of Congress, and the private sector. It is intended to meet the special needs of people who are in (or moving into) posts where their personal decisions or recommendations can critically affect the political, economic, or military interests of the United States.



*Joseph Nye, Professor of Government, explains the relationship of energy to international security.*



*Returning from class are Judd White of the House Armed Services Committee staff; George Jurkovich, Vice President of Chase Manhattan Bank; Major General John Seigle, Director of Army Strategy, Plans and Policy; and Keith Kennedy, Staff Director of the Senate Appropriations Committee.*

## Objectives and Program Content

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The principal goals of the program are to improve understanding of:

- differences in interest, perspective, and style associated with varying types of responsibilities in differing organizations
- program management and policy implementation
- uses of analysis in decision-making
- selected substantive issues

In the upper reaches of government, senior career officials interact with political appointees, the Congress, the media, and representatives of business, labor, and other private groups. People from one group often fail to appreciate the points of view of those from another. Not only are their individual backgrounds different, but they also work in different systems. An ambassador or a military commander or an office director in an executive department will inevitably view issues in a different light from that of a reporter with an afternoon deadline or a member of the House in the midst of a re-election campaign. A major objective of the Executive Program is to enhance the ability of participants to work effectively and constructively with people whose orientations differ from their own.

Using the case method, as practiced in Harvard's training programs for senior business executives, the Program provides participants intense, vicarious experience in a wide range of managerial situations. The cases, supplemented by intensive seminars, offer increased insight into a wide range of important security-related issues, including:

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- global economic forces and the determinants of national economic policy
  - regional problems and arrangements
  - constraints that shape Presidential and departmental budgets
  - interplay between foreign and domestic policy
  - political assessment and forecasting
  - uses and misuses of history
  - resource allocations and constraints
  - executive-legislative relations
  - government-press relations
  - civilian-military relations

Participants should leave not only with a better understanding of certain critical issues of national and international security policy, but also with a keener appreciation of the reasons for wide differences in perception and position relating to such issues and an enhanced ability to devise and implement effective solutions to today's complex and multifaceted problems.

Whether a session is a seminar or happens to center on a case, everyone participates. Because those government executives who attend the Program collectively share extraordinary experience and wisdom, the curriculum is designed so that participants derive maximum benefit not only from the faculty, but from one another.

The Program has no counterpart inside or outside of government. It does not duplicate what participants may already have experienced in other advanced training programs. While the curriculum is entirely Harvard's, it is tailored to meet specific needs which senior officers and officials have identified as lacking in their own preparation for assuming posts at the highest levels in the national security community.

## Faculty

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**Albert Carnesale**, Professor of Public Policy and Academic Dean of the Kennedy School, focuses on nuclear weapons and nuclear energy and advises a number of government agencies on policy matters in these areas. He was a participant in the Strategic Arms Limitation Talks and headed the U.S. government delegation to the International Nuclear Fuel

Cycle Evaluation, a 66 nation study of the relationship between nuclear power and the proliferation of nuclear weapons. His recent writings have emphasized issues relating to ballistic missile defense.



**Roger Fisher**, Professor of Law at the Harvard Law School, is a member of the Council on Foreign Relations and the American Committee on East-West Accord and is on the Board of Directors of the Overseas Development Council, the International Peace Academy, and the Council for a Livable World. He teaches classes on international conflict,

negotiation and law and has written extensively in these areas. Books published in 1981 include *Getting to Yes: Negotiating Agreement Without Giving In* and *Improving Compliance with International Law*. He has been a consultant to the Department of Defense and has served as Executive Editor of two public television series, *The Advocates* and *Arabs and Israelis*.



**Samuel P. Huntington**, Clarence Dillon Professor of International Affairs, is Director of the Harvard Center for International Affairs. He has served as Coordinator of Security Planning for the National Security Council, Chairman of the Harvard Department of Government, and Associate Director of the Institute of War and Peace Studies at Columbia

University. In 1970 he was a founder of the quarterly journal, *Foreign Policy*, and served as its co-editor until his entry into government in 1977. Among his numerous works: *The Common Defense*, *The Soldier and the State*, *Political Order in Changing Societies*, and his recently published volume, *American Politics: The Promise of Disharmony*.



**Douglas M. Johnston, Jr.**, Executive Director of the National and International Security Program, teaches International Affairs and Security at the Kennedy School. He was formerly Deputy Assistant Secretary of the Navy; Director of Policy Planning and Management in the Office of the Secretary of Defense; Deputy Administrator of the Office of Wage Stabilization;

and Planning Officer with the President's Office of Emergency Preparedness. Prior to that, he served as an officer in the U.S. Nuclear Submarine Service.





**Laurence E. Lynn, Jr.**, Professor of Public Policy, is Chairman of the Kennedy School's Public Policy Program and its Senior Executive Fellows Program. He has held a number of key government positions, including Assistant Secretary for Planning and Budget at the Departments of HEW and Interior; Director of Program Analysis for the National Security Council; and Deputy Assistant Secretary of Defense for Systems Analysis. His most recent works in the field of public management include *Managing the Public's Business: The Job of the Government Executive* and *The President as Policymaker: Jimmy Carter and Welfare Reform*.



**Ernest R. May**, Charles Warren Professor of History, formerly Dean of Harvard College and Director of Harvard's Institute of Politics, has been a consultant at various times to the Joint Chiefs of Staff, the Office of the Secretary of Defense, and the National Security Council. He has written or edited more than a dozen books dealing with the history of the United States, U.S. foreign policy, and U.S. defense policy, among them a prize-winning study of World War I, a study of Presidents as Commanders-in-chief, and *"Lessons" of the Past: The Use and Misuse of History in American Foreign Policy*.



**Arthur R. Miller**, Professor of Law at the Harvard Law School, is a member of the New York State Bar, the U.S. Supreme Court Bar, the Special Advisory Group to the Chief Justice of the U.S. Supreme Court on Federal Civil Litigation and is Reporter to the Advisory Committee on Civil Rules of Procedure for the U.S. Federal courts. He currently hosts a weekly television show on law and contemporary issues and has published extensively in the fields of civil procedure, copyright, and privacy and computer technology.



**Jonathan Moore**, Lecturer on Public Policy and Director of the Kennedy School's Institute of Politics, has served in a number of important government positions, the latest of which was Associate Attorney General in the Department of Justice. Prior to that, he served as Special Assistant to the Secretary of Defense, Counselor to the Department of HEW and

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Deputy Assistant Secretary of State for East Asian and Pacific Affairs. He was responsible for the treatment of Foreign Policy Organization in a Presidential Transition Study provided the incoming Reagan Administration, is presently directing study on various aspects of the American political process, and recently edited *Campaign for President: 1980 in Retrospect*.



**Michael Nacht**, Associate Professor of Public Policy and Associate Director of the Center for Science and International Affairs, teaches courses in international affairs and security and in public management. A member of the Council on Foreign Relations and the International Institute for Strategic Studies, he has written extensively on Soviet-American strategic relations, the problem of controlling nuclear weapons proliferation, regional security, and political instability in developing countries. He has served as a consultant to several government agencies, foundations, and private corporations, and is co-editor of the quarterly journal, *International Security*.



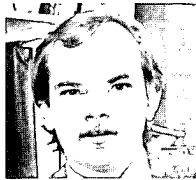
**Joseph S. Nye, Jr.**, Professor of Government, served as Deputy to the Undersecretary of State for Security Assistance where he was instrumental in framing U.S. policy on nuclear nonproliferation. In this capacity, he received the State Department's highest award for distinguished service. A member of the Trilateral Commission, the Council on Foreign Relations and International Institute for Strategic Studies, he has published a number of important works on international politics and American foreign policy, including *Power and Interdependence*, and is co-editor of the recently published book, *Energy and Security*.



**Don K. Price**, Professor of Public Management *emeritus* and former Dean of the Kennedy School, has an extensive background in government service. Among other assignments, he has been Deputy Chairman of the Defense Department Research and Development Board, Staff Director of the Defense Reorganization Committee in 1953, chairman of President Johnson's Task Force on Government Organization in 1964, and co-chairman of the 1980 report of the National Academy of Public Administration on "A Presidency for the 1980s." He has authored a number of works, including *Government and Science* and *The Scientific Estate*.



**Thomas C. Schelling**, Lucius N. Littauer Professor of Political Economy and Chairman of the Kennedy School's Program in Public Administration, has been a consultant to the Departments of State and Defense and has lectured frequently at the Foreign Service Institute and the several war colleges. He has been a member of the Defense Science Board and was project director for national security studies of the Committee for Economic Development, authoring its policy statement, *Nuclear Energy and National Security*. Among other works, he has also authored *Arms and Influence* and *The Strategy of Conflict* and co-authored *Strategy and Arms Control* and *Nuclear Power: Issues and Choices*.



**James K. Sebenius**, Assistant Professor of Public Policy, teaches courses in negotiation analysis, public management, and analytic methods. He served in government for three years as a member of the U.S. Law of the Sea Delegation and as a consultant to the Departments of State and Commerce. He has published extensively in the fields of international negotiations, resource development, and the relationship between business and government.



**Hugo E.R. Uyterhoeven**, Timken Professor of Business Administration and Senior Associate Dean for External Relations at the Business School, teaches courses on the interaction between business, government and the international economy and has had extensive consulting experience in the fields of international business, long-range planning, corporate organization, and management development. He is co-author of *Strategy and Organization: Text and Cases in General Management*.

## Admissions and General Information

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The Executive Program in National and International Security is a full-time residential program which begins the evening of August 22 and finishes the afternoon of September 3. Class attendance and time for careful preparation make it important for participants to be free of work-related responsibilities. A typical workday starts immediately after breakfast with group discussions and ends late in the evening when preparation for the next day's classes has been completed.

The acceptability of any particular candidate will depend greatly on that candidate's current professional standing and potential for future contribution. Since the mutual sharing of experience is critical to the program, it is also essential that class members be diverse in their backgrounds. If several well-qualified applicants have too many professional similarities, the candidacy of one or more may have to be deferred to a future class.

The full support and sponsorship of each applicant's employing organization is required. This confirms the organization's belief in the candidate's management abilities and potential and facilitates total dedication on the part of the individual to the program's objectives. The fee of \$2500 includes tuition, room, board, and instructional materials. Meals are provided for all days except Sunday, August 29. Checks should be made payable to the John F. Kennedy School of Government.

The Admissions Committee will start reviewing applications on July 1. Qualified persons who apply after that time will be considered only if there are places open in the class. As a matter of policy, Harvard University does not discriminate among applicants and participants on the basis of race, religion, sex, national origin, color or handicap.

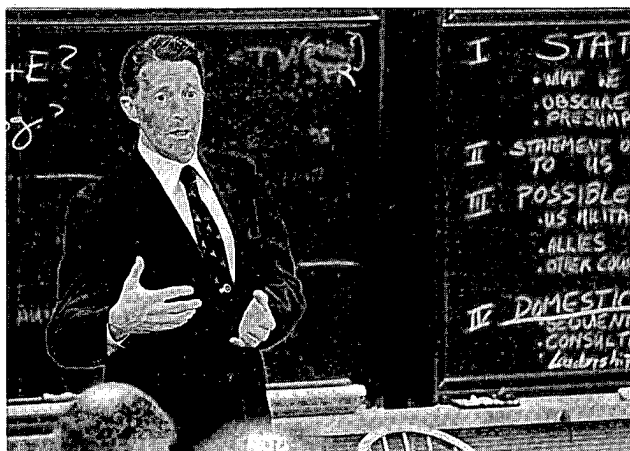
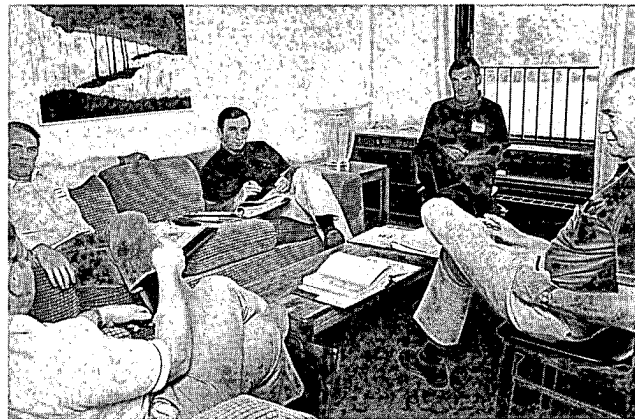


*"Without reservation, the finest short program I have ever attended. It was tremendously effective, stimulating, and masterfully conducted."*

Air Force Reserve  
Major General, 1981

*"It furnished a quantum jump in my substantive knowledge of major issues and of the policy formulation process."*

CIA Official, 1979

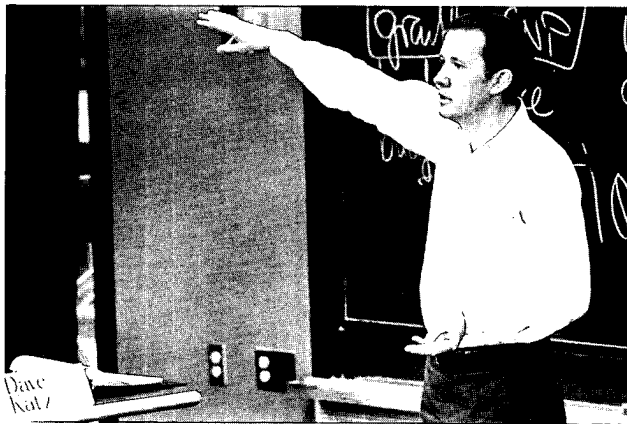


*"I was quite impressed. It [the final exercise] was very realistic and the responses were very good, indeed."*

Secretary of Defense,  
1981

*"It would be virtually impossible to achieve the higher level of expertise I have reached here in any other way."*

Army Brigadier General,  
1981



*"It's rather like being lifted to the rim of a funnel and observing the view for miles around."*

OMB Branch Chief, 1980

*"I have already applied skills and insights gained from Fisher and Raiffa in dealing with a major internal conflict."*

Department Manager,  
Battelle Labs, 1981



## About the School

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The John F. Kennedy School of Government represents Harvard University's commitment to develop a substantial professional school that will serve the public sector in much the same manner as the Schools of Business, Law, and Medicine serve their respective professions. This effort to provide leadership for the public sector has led to a comprehensive series of initiatives, including pre- and mid-career graduate training, executive education, applied problem-solving research, and public affairs conferences.

In addition to master's and doctoral programs in Public Administration, Public Policy, and City and Regional Planning, the School offers a thirteen-week management training program for the federal Senior Executive Service and several shorter length executive programs for other senior government officials.



*The Harvard and Cambridge communities provide an environment rich in academic, cultural, and athletic opportunities.*



Photography: Lew Halberg, Sandra Johnson, Michael Nagy, Terrence White



**For further information contact:**

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